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Value based leadership paradigm

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Abstract

Organization is a place of gathering people who work together under a coordinate discipline in order to realize organizational purpose. But there is a key problem in organizational behaviour and it is the fact that member of organization, who form work group, are heterogeneous in many case and harmonizing them causes a problem that is called employees diversity puzzle. Organizational leaders face this problem or puzzle that they must stabilize a balance between purpose, attitude, values, speech, behaviour and adverse behaviours of workgroups. Today it seems that organizational employees never withdraw from cultural values and their situations and don't abandon their priorities as result the task of organizational leader in such case is to stabilize a harmonic positive and strong organizational culture and also to respond to employees personal needs. Value-based leadership is a new approach in leadership that takes in to account both aspects of harmonizing employees and stabilizing common values and attending to major personal differences simultaneously. Value-based leadership is a leadership style in that leader-follower relationship is formed around axial values. In this leadership style, instead of focusing on purposes of supervision, exact control and emphasis on hierarchy, leadership concentrates on values and insights and in it, planning, budgeting, communications, performance, Measurement and act are formed around axis of values. The personal article aims to identify components and dimensions of this leadership style and to introduce an adequate model for using this style in universities.

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1. Introduction

Organizations are places for public meetings of people who work together according to an organized system to realize organizational purposes. But usually there is a problem in organizational behaviour that is; organizational members forming a work group, are disparate and the issue to make them corresponded, is called: "the personnel's variety problems" (Robbins, 2005).

The organizational leaders encounter a problem that they have to establish a balance in purposes, attitudes, values, acts, sayings and opposite behaviours of work groups. It means they have to force the personnel to accept values surrounded the organization and also they accept the differences and reinforce them, themselves (Ahmadi, 2006). It seems that the personnel never withdrawal their cultural values while working and do not quit their lifestyle and cultural priorities. They have different educational and administrative experience, knowledge, personalities, values, conceptions and abilities when they enter in to an organization and the leaders rarely can change these characters. So the organizational leaders' duty is to establish a powerful and assertive culture and provide them to

respond different personnel group needs and attitudes. So, in this case, formalizing the culture and different values in the organization is replaced with the theory of “self adapting with organization culture” (Thomas, 1990).

But how will leaders be able to attend to both given aspects? Values – based leadership is a modern attitude and considers both coordinating personnel that is “establishing common values” and, paying attention individual differences, simultaneously.

According to this principle style, intercommunity in values is a solution that not only attends to people’s requests (Satisfying individual requests) but considers increasing productivity at the same time (f, 2003).

Most researchers agree on the principle that the eminent leaders have guided their followers by issuing insights And values (collecting a suitable covenant) (Kelin, 2005).

By emphasizing on truthfulness, justice, professional reforms, establishing an encourager work place, equitable efficiency to the beneficiaries, and respecting the personnel the leaders have been creative. Woodward (1994) states that, leaders conduct through their beliefs and values. As stated above, managerial leaders serve themselves and others best when they are committed to a set of core values: leaders be clearer about what values they champion .leader must effectively communicate their values clearly and meaningfully to key stakeholders and managerial need to ensure their action are in alignment .with their espoused values the positive psychology approach also tells us that factors such as character strengths, optimism ,and resilience can play significant roles in how goals are managed(kerns,2005).

According to Simmerly (1987) the strongest internal tool in every organization is its values involving manner of acting, decision-making, relations with people and behavioural expectation. Saffrit(1990) says that the organizational values must be defined identified, cleared and evaluate before the organizations change collecting the strategic programs.

Robbins (1991) states that, the values show the beliefs and opinions that have priority from individual and public aspects and also are desirable. They are key beliefs and motivate people’s behaviour (Feeder1994, Rokeach 1973, 1996,1967).Elizr Says that value is an abstract affair that has surrounded emotions, experiences and realities. Clock Huhan (1951), Albert (1956), Moris (1956), Caton (1959), Mclotin (1965),Clen (1980), believe that values are an implication of “what is good and desirable” . They believe, value, is an illative concept or an implication of the needs free of person and group’s entity and effects on the person or group’s action while choosing the styles, tools or goals(Deth, 1995). In Bergquist opinion, the value system is beliefs organizing that have relative stability and preferring one of the available goals or behaviours that lead the person to the purpose.

The central point of value–based leadership is emphasizing on values, that causes success and durability of organization(Hesket&Shelsinker,1996).

In paradigm of value–based leadership, the organization has the moral value covenant. The value covenant of organization involves the value criterions that one can establish unity of procedure, strategy, policy, methods and goals among different work groups and direct their behaviour and their actions towards value ideals and supreme goals. By using the organizational covenant, we can change the differences to unity and integration (Larmer, 2001). Warwick(1981) states that the value covenant has four expediencies: individual expediency, public expediency, legal expediency and professional and organizational expediency. He believes there is conflict among kinds of organizational expediencies. Another conceptual model is the occupational, moral and leadership values, that has been considered in the organizational covenant (international magazine of manpower, 2005).

It’s important that how the leaders solve the conflicts and differences (Schwartz, 1999). There are some values in the organizational value covenant that must be considered such as: having mental image, learning, competition,

risking, commitment, justice, co-operation, variability, truthfulness, creativity, communications, and meaningful work and so on. (Preziosi,1996; Bethel,2004; Kline,2005; Dumond, 2000; Nie mark,2000; Chaw,2004; Queen, 1993; Biery, 2001;Duaglas, 2003; Skerritt, 2005; Brumby,2006).

The recent researches agree that the classic and traditional methods in managing the organizations aren't able to encounter changes and environmental challenges, regarding to social revolutions and the third Millennium needs new methods of leadership and organizational managing. Due to these economical, social and technological revolutions, different organizational such as educational institutes have been changed seriously. Although universities have encounter hard periods, now for the first time, technological, economical and political pressures, challenge the method that perform their mission. Especially today a strong power called: "globalization", information and communication revolution has entered in to operation. Globalizations, especially, knowledge improvement, have changed the educational system and provide the possibility of transportation the information very fast and economical.

Value-based leadership approach is one of the modern approaches that is proposed in response to some of the main changes in this period of time especially in falling values era. In response to these changes this research has formed by focusing on the leadership approach. General purpose of this study is to recognize the components of value-based leadership approach and presenting a useful model to promote this leadership approach at university.

2. Research Method, Statistical Universe, Sample, Sampling Method, Tools, Analyzing Information:

The current research method is a description of survey. According to the theoretical studies about this leadership method, at first, the components have been identified and then a model proposed by researcher and involves five basic parts: philosophy and purposes, theoretical principles, conceptual framework, performance process, and appraisal system. By analysing proposed factors model, the final model of research was formed. In order to study the equation of proposed model by value-based leadership, this model was given to 130 faculty members of universities and they confirmed this model. The proposed model and final model is like this:

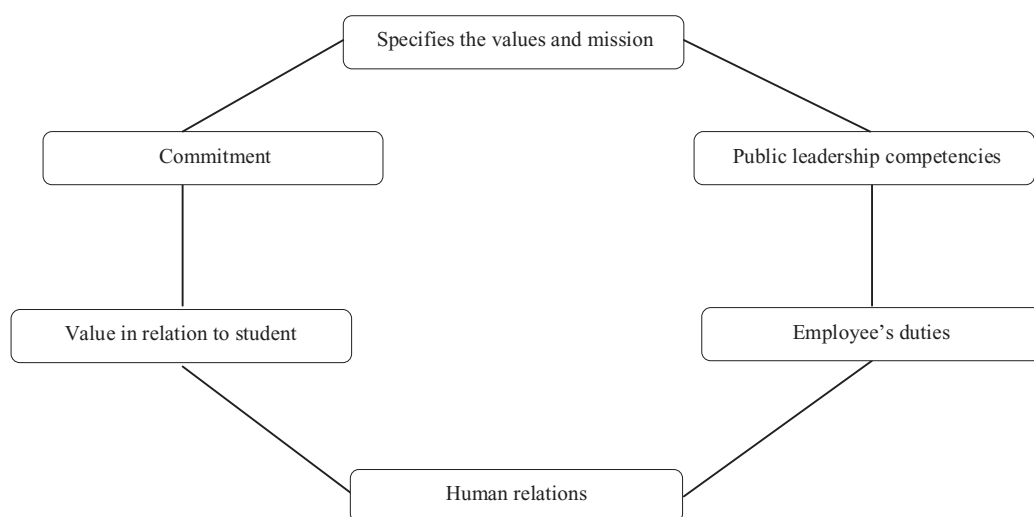


Figure 1: propose model

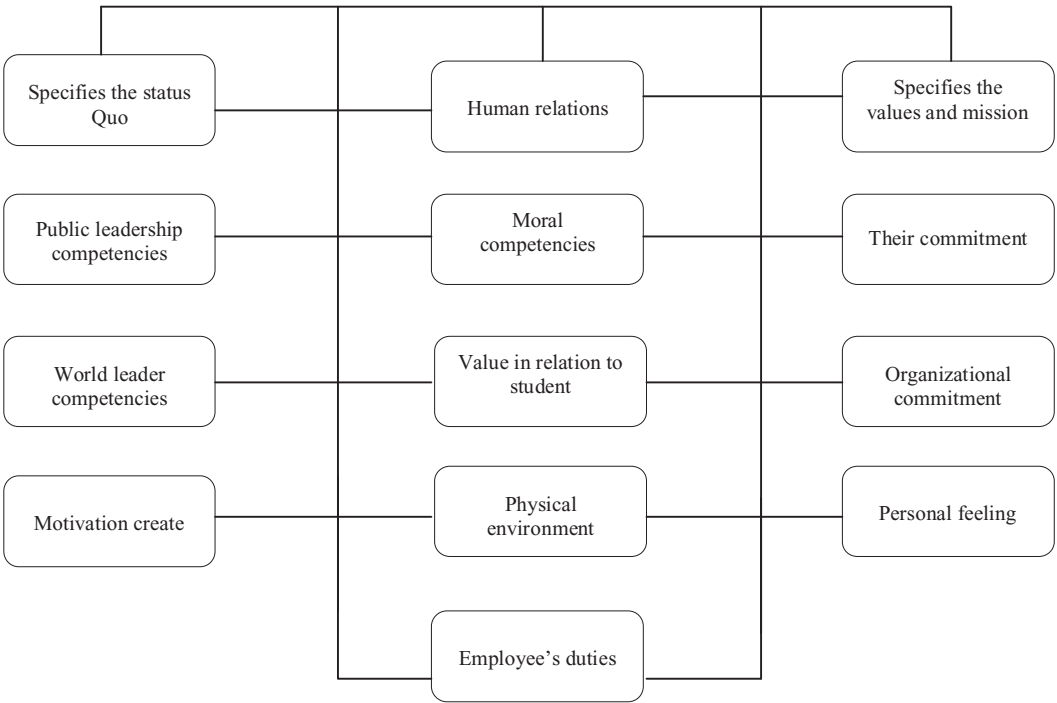


Figure 2: Final model

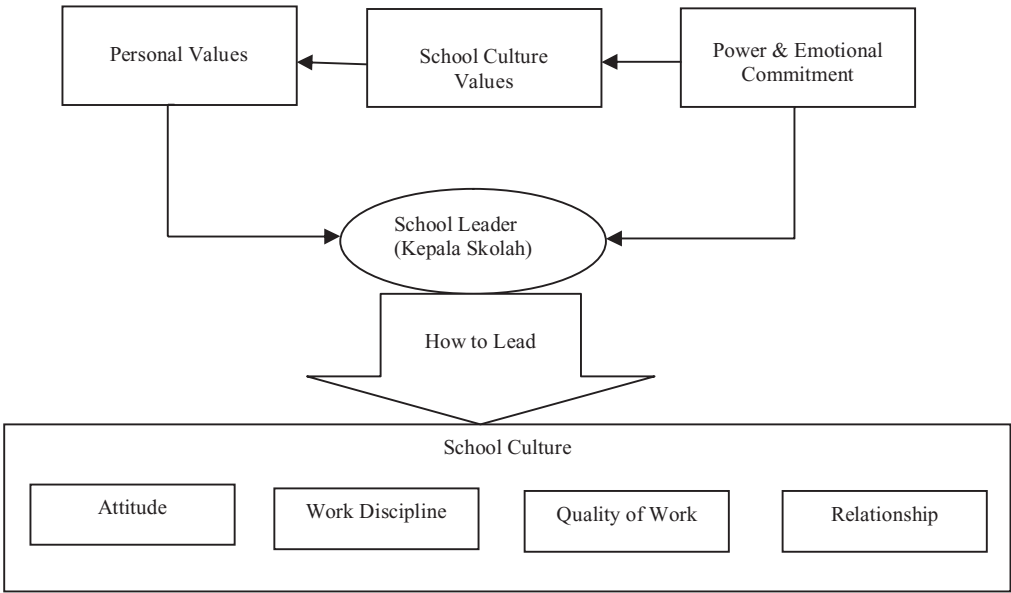


Figure 3. Values Interconnectivity Paradigm (Asep Suryana,, 2010)

4. Conclusion

The results show that, the approaches and traditional paradigms of management and leadership are changing increasingly, regarding to the changes and reforms. In addition, the problem of descending values and cultural increase and the phenomenon of increasing cultures inside a social system, force the managers to move over. The non-avoidable changes and the values as well as the guiding, foreseeing attending to personnel development, bearing decision results, communicative skills and so on.

Leadership is a set of conflicts and crisis. Some of these paradoxes are: respecting the personnel instead of forcing them, organized management instead of situational management, guiding instead of participating, and valuation instead of improvement.

Since these conflicts are linked to academics leadership, so, is one of the ways to decrease the paradox of “getting consensus”. By participating in collecting the common values and having agreement on them, one can help to the leadership behaviour. So, the behavioural pattern among organizational levels, producers, co-workers and educated that are surrounded by distrust will replace with freely movement patterns, in order to access the values and purposes. Different researchers have recommended that common organizational values involving their cultures help to the durable success of organization.

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